

Role The Strategic Readiness in Adoption The Behaviors of The Entrepreneurship Marketing

Mohammed Ali Hussein Al-Saedi¹, Husham Mayea Fazaa², Murtaza Khachi Hayyawi³

^{1,2,3} Department Business of Administration, College of Administration and Economics, University of Misan, Amarah, 62001, Misan, Iraq

Email: ¹Mohammedali@uomisan.edu.iq, ²husham.maeaa@uomisan.edu.iq, ³murtadha.k@uomisan.edu.iq

Abstract: The research aimed to reveal the role of strategic readiness in adopting entrepreneurial marketing behaviors. Baghdad Soft Drinks Company in Baghdad Governorate was chosen as a community to apply the research, where a hypothetical plan was designed that takes into account the direction of the relationship between the two variables. In order to achieve the research goal and answer the questions contained therein, the descriptive analytical approach was followed, as the information was obtained through enlightenment of the questionnaire that was prepared for this purpose, where the opinions of (151) employees and managers of the company, the research sample, were surveyed, and some statistical methods were used to analyze the results and test the hypotheses, which were represented by: (Spss, v.24, Microsoft Excel, 2010, Amos, v.24) The most important conclusions were that the company showed interest in strategic readiness. And the contents of entrepreneurial marketing behaviors, and the research recommended the research sample company should pay greater attention to managing marketing operations using modern and distinctive methods and generating ideas in the process of exploiting current sustainable opportunities, with the aim of attracting many current and potential customers.

Key words: Strategic Readiness, Entrepreneurial Marketing Behaviors, Performance

This is an open-access article under the [CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/) license



Introduction

In light of the technological and scientific revolution that our current era is witnessing, and given the rapid and continuous changes that organizations are facing, the existence of a dynamic environment that forces organizations to offer what is new has left organizations in a state of confusion between the hammer of the customer on the one hand and the anvil of competitors on the other. In addition, there is a constant thinking about important practices that enable them to confront external events. Therefore, the need for organizations to be in a state of strategic readiness has emerged, through which they seek to reach a level of sophistication and progress in the market, and make them pioneers in their activities and dealings with customers [1].

Hence, the interest of organizations seeking to improve their reality towards strategic readiness, as they consider it to be the cornerstone upon which they can rely to achieve the goals and practices they seek, and they also consider it a source of strength for competition, facing and overcoming risks, and achieving the best levels of progress and success. By adopting entrepreneurial marketing behaviors that represent the spirit of direction, seizing chances, starting and expanding initiatives that provide value for clients by utilizing creativity, innovation, sales, communication, and flexibility to generate new sources of productivity and enhance existing sources, so that the organization is able to respond quickly to changes in customer desires and build and strengthen long-term relationships with them [2], [3].

Materials and Methods

First: The research problem

Business organizations are witnessing successive and major developments and challenges resulting from the economic, social and administrative transformations that the world is witnessing, which highlighted the need to predict the future of these organizations and work to build a sustainable global system in which the greatest responsibility falls on these organizations as they are part of a local system within a more comprehensive global system that reflects the activities, plans and strategies of these organizations. Strategic readiness is a permanent state at the organizational level for comprehensive and systematic change due to its significant impact on current and future businesses. Therefore, organizations must realize that entrepreneurial marketing behaviors have become an important pillar in today's environment, organizations that wish to achieve success should not ignore this fact, and should strive to blend it into the nature of the organization's activities performance due to its positive repercussions on its future, because traditional marketing has become an obstacle to the organization's movement, especially when we talk about costs, as they burden it with financial and time costs compared to entrepreneurial marketing behaviors. This highlights the importance of utilizing entrepreneurial marketing behaviors to achieve the strategic goals of the organization under study, represented by (Baghdad Soft Drinks Company). Based on this, the research problem can be embodied in a number of the following questions [4], [5]:

- 1- What is the level of availability of strategic readiness dimensions in the research sample company?
- 2- How interested is the researched company in adopting entrepreneurial marketing behaviors?
- 3- does the research sample company have a strategic readiness to achieve market leadership?

Second: The importance of the research: The importance of the research is embodied through the following:

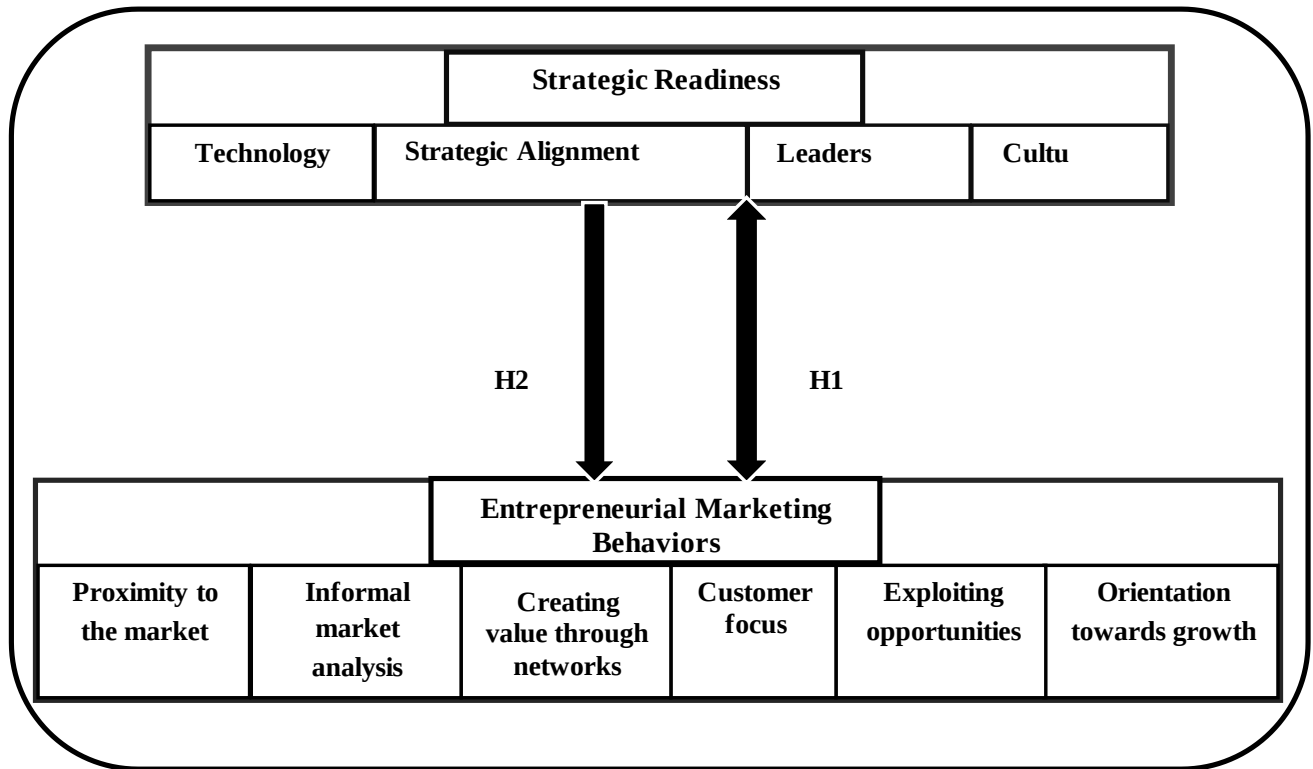
- 1- Informing the company under study of the important and effective variables in its field of activity that will benefit it in improving its performance level compared to other competing companies.
- 2- Among the precise details of the research variables represented by (strategic readiness and entrepreneurial marketing behaviors) as a cognitive contribution that constitutes a special addition in this field.
- 3- Urging the Board of Directors of the company under study to pay attention to sound planning based on a strategic vision in order to advance the company and enable it to understand market needs in an innovative and proactive manner.

Third: Research objectives:

- 1- The present study aims to accomplish the following goals:
- 2- Determining the extent to which the firm under investigation has access to strategic preparedness aspects.
- 3- Diagnosing the extent of the researched company's interest in adopting entrepreneurial marketing behaviors.
- 4- Verify from the company under study has a strategic readiness that enables it to achieve market leadership compared to other competing companies.

Fourth: The default research plan:

This diagram was created to illustrate the nature of the correlation and influence relationships between the study variables in their dimensions, as shown in the following picture, in order to accomplish the research objectives and validate its hypotheses:



Source: Prepared by researchers

Figure 1. The default research plan

Fifth: Research hypotheses:

Two hypotheses can be developed to address the research problem's questions: There are two primary ones, which are as follows:

- 1- Main hypothesis First: There is a correlation and Moral significance between readiness Strategy and behaviors Entrepreneurial marketing.
- 2- Main hypothesis Second: - There is Impact of moral significance for refuge Strategic Defeat As an independent variable in adoption Entrepreneurial Marketing Behaviors As a dependent variable.

Sixth: The research community and its sample:

You have been selected Baghdad Soft Drinks Company - Al-Zafaraniya, a community to implement the research, The researchers relied on the intentional sampling method. For the purpose It included members of the Board of Directors, managers of its production departments, assistants and department officials, as It was distributed (155) form questionnaire The number of questionnaires valid for statistical analysis actually reached (151) Form, and the excluded (damaged) forms were (4) forms [6], [7].

Seventh: Sources of data and information collection:

The current research relied on two aspects to collect data and information, which are:

- 1- Theoretical aspect: The current research relies on a number of Arab and foreign sources, including scientific research and studies, in addition to university theses and dissertations, and the World Wide Web (the Internet) to access global digital libraries in order to view the largest possible number of sources related to the research variables.
- 2- Field side: The questionnaire form was relied upon. On the field side as a tool Chief, being an important source of data, the questionnaire was prepared based on a set of cognitive efforts. Clarity, consistency and comprehensiveness were taken into account in the formulation of the paragraphs to give the research sample a great deal of knowledge and understanding of the research topic. And its objectives, in all indicators of the questionnaire form, a scale was used. Degrees (I strongly agree, I agree, neutral, I disagree, and I disagree) with weights of 5, 4, 3, 2, and 1 on a five-point Likert scale, the form included paragraphs about personal information, Paragraphs about Readiness Strategy and brother About entrepreneurial marketing behaviors.

Chapter Two: Theoretical Framework

First: Strategic readiness

1- The concept of strategic readiness:

Intangible asset strategic readiness increasingly determines the competitive advantages of modern businesses, nonprofits, and government agencies. For the past 20 years, managers have focused on intangible assets, including as brands and intellectual property, since they are easily leveraged. Organizational, information, and human capital are underutilized and frequently unprepared for strategy.

Strategic readiness has been defined as a state of ongoing, organizational readiness for comprehensive, systematic change toward implementation. However, strategic readiness cannot be defined in isolation among company processes, as it encompasses distinct processes within the organization. The dimensions of strategic readiness include processes that are considered critical practices for enhancing, measuring, and strengthening organizational processes [8].

Aligning an organization's organizational, information, and human resources with its plan is another aspect of strategic readiness. Aligning both tangible and intangible resources with corporate strategy and plans was previously associated with strategic readiness. When managers had to choose which resources to prioritize and invest in during the 1950s, research attempted to ascertain whether companies possessing substantially more of a given resource such as money, time, equipment, distribution networks, public opinion, worker contentment, and management skill had an advantage over others [9].

Strategic readiness became a major business idea in the early 1990s when it was realized that successful companies differentiated themselves from rivals by putting more of an emphasis on innovation. It was discovered that a large number of organizational abilities are not transportable as the current skill set directs employees' efforts in certain ways. If strategists and organizational leaders develop a clear model of strategic readiness for their organization, this means that they have drawn a clear map of the organization [10].

Some believe that strategic readiness has fallen behind strategic conceptualization and execution, and it is being reevaluated in light of theoretical advancements in management and strategy. The question of whether an organization can be strategically prepared as defined in the 20th century is raised by readiness. According to Holzmann and Golan, strategic readiness increases an organization's agility in determining how to create new resources or use current ones in novel ways [11].

2- The importance of strategic readiness

Take advantage of readiness benefits strategy, for its ability to make the organization more prepared to face external environmental disturbances, and to transform them into opportunities that benefit the organization's various departments. Strategic readiness has rapidly become an integrated activity that seeks organizations employ it properly. This is because competitiveness revolves around the effective use of strategic readiness. Additionally, strategic readiness makes it easier for the organization's human resources to improve the process of developing and delivering value propositions to consumers, which generates the revenues required to meet medium- and long-term strategic goals [12].

3- Dimensions of strategic readiness

A- Organizational culture: There are several definitions of the concept of culture, as it was defined by (Vargas & Negro) defines organizational culture as a pattern of basic assumptions that help employees solve internal and external problems and find solutions [13]. (Lapina, et al) refers to organizational culture as the values and expectations that distinguish an organization and its employees from other organizations, as well as enabling the organization to adapt to changes imposed by the external environment and achieve its mission [14]. (Lacatus) describes organizational culture as a key factor in understanding and solving problems, which enables learning organizations to improve performance by identifying possible methods, building improvement strategies, and correcting deficiencies [15]. In the same context, (Duong & Swierczek) indicates that organizational culture is a motivating factor that encourages employees to carry out work in an innovative manner with the aim of supporting competitiveness, increasing the experience and learning curve, and autonomy at work [16].

B- Leadership: Know (Madi, et.al) Leadership is a set of experiences and skills that distinguish the leader and enable him to influence working individuals and work groups, guide them and improve their performance in order to achieve the organization's goals [17].

C- Strategic alignment: We launch the principle of alignment from the idea that organizations seek compatibility and compatibility between resources and goals in order to achieve a competitive advantage in the future (Jansson & Karlsson) defined it as the process of implementing the strategy developed throughout the organization. It includes the organization's culture and personnel standards, structure, and governance with the strategy [18]. This means alignment between the organization's activities and functions, and structural alignment related to the level of suitability of the formal (centralized) and informal (decentralized) decision-making processes (Obeidat & Tarhini) to formulate better strategies [19]. However, business success depends not only on finding the right strategy, but also on its practical implementation to develop the appropriate strategy. Strategic alignment can also be observed through practical research and the use of research and development methods in production instead of traditional production measures (Coltman & Queiroz) [20].

D-Technology: Technology has become an important criterion in the development of organizations, as described by (Gunasekaran & Ngai) describe the concept of technology as a process that facilitates the electronic exchange of data and information via the Internet [21]. (Millimo) believes that technology is a key factor that enables organizations to implement their current and future operations, achieve satisfactory results, support the organization's survival and continuity in a turbulent environment, and support innovation processes and knowledge sharing among individuals working across all organizational boundaries [22].

Second: Entrepreneurial marketing behaviors

1- The concept of entrepreneurship marketing

Let's start with an opinion Schumpeter when he referred to those who are characterized by entrepreneurship as individuals who exploit marketing opportunities through organizational innovations (Eroglu and Picak) and recently developed entrepreneurial marketing addresses the relationship between marketing and entrepreneurship [23]. The term was first used at an International Council for Small Business and American Marketing Association conference in 1982. Journal of Research in Marketing and Entrepreneurship was published in 1999 after scholarly attention (Ionitha) [24]. Entrepreneurial marketing combines entrepreneurship and marketing concepts. This includes innovative management, customer focus, and risk assumption [25]. Entrepreneurial marketing adapts traditional marketing theory for small and medium-sized businesses [26].

Morris defines entrepreneurial marketing as "the proactive identification and exploitation of opportunities to acquire and retain profitable customers through innovative methods of risk management, resource mobilization, and value creation.)Morris et al., 2002: 5) Entrepreneurial marketing brings together the important aspects of marketing and entrepreneurship into a comprehensive conception where marketing becomes the process that firms use to engage in entrepreneurship" [27]. Entrepreneurial marketing behavior is the process of pursuing opportunities, launching, and growing ventures that create tangible value for customers through relationships, particularly by employing innovation, creativity, selling, market immersion, communication, and flexibility. Furthermore, entrepreneurial marketing has emerged as a new marketing paradigm that helps small and medium-sized enterprises (SMEs) operate in a rapidly changing environment. Entrepreneurial marketing may have emerged from the interface between marketing and entrepreneurship [28].

Entrepreneurial marketing is defined as "an organizational function and a set of processes for creating, communicating, and delivering value to customers and managing customer relationships in ways that benefit the organization and its stakeholders, and are influenced by innovation, risk-taking, and proactivity" [29]. Entrepreneurial marketing is the adoption of innovative and creative approaches to managing risks, leveraging resources, and delivering value to customers in order to invest and exploit market opportunities effectively with the goal of gaining and retaining profitable, permanent customers [30].

Some consider entrepreneurial marketing to be the marketing and leadership strategy and processes adopted by the entrepreneur and implemented non-linearly and in the form of innovative solutions to proactively identify opportunities in a complex environment where value creation can have a certain amount of risk [31]. It is noteworthy that entrepreneurial marketing is a marketing discipline associated with creative entrepreneurial thinking and exploiting opportunities through innovative marketing activities. Entrepreneurial marketing focuses on creating value propositions for current and potential customers and

other stakeholders [32].

2- The importance of marketing entrepreneurship

Many studies have confirmed that entrepreneurial marketing lies at the intersection of marketing and entrepreneurship and is of great importance, especially in small and medium-sized enterprises, and aims to exploit opportunities proactively through an innovative perspective [33].

Organizations competing in a dynamic business environment may find their traditional marketing activities insufficient, and lack of interest in the concept of entrepreneurial marketing poses a challenge to their work, as it helps them respond to the continuous changes occurring in their environment (In the same context, it was noted that an entrepreneur who achieves a high level of success in the market is credited with applying marketing concepts and tools in all business practices required of him [34].

It is noteworthy in this area that the trend towards entrepreneurial marketing represents a tool for achieving institutional goals and gaining a sustainable competitive advantage by leveraging the resources and skills identified in marketing activities [35]. We found that entrepreneurship lies in the importance of marketing behavior in liberating the marketer from the traditional constraints that govern his work, giving him complete freedom to practice his work in the manner he deems appropriate to achieve his goals, encouraging him to search for new things to achieve a special and personal advantage, enhancing the organization's position in the market, and expanding its customer base. Entrepreneurial marketing includes the need for an innovative approach to acquiring, retaining, developing, and adding value to customers).

3- Dimensions of entrepreneurial marketing behavior

According to Hill and Wright and Morris et al., entrepreneurial marketing is typified by a disorganized and haphazard marketing approach that is frequently seen in small and medium-sized enterprises. Six aspects of entrepreneurial marketing behavior were identified by [36]:

A- Orientation towards growth: Entrepreneurial marketers are inclined to strive for long-term partnerships in order to increase revenue. Organizational growth is an important indicator that an organization is thriving and flourishing. Perhaps one of the factors that helps an organization reach these ranks is its possession of leadership characteristics that affect its growth and distinguish it from other organizations that are far from growth. In the same vein, organizational growth is a reflection of a dynamic economic phenomenon revolving around changes in organizational characteristics and outcomes, as it represents the extent of the organization's success in developing its overall potential for continuity and survival.

Generating and evaluating creative ideas related to governance And The growth of the organization, its products, technology, administrative organization, financing and directing the organization's activities are all services provided by entrepreneurs in the organization because the entrepreneur's perceptions and the vision he carries affect the speed and direction of the organization's future growth. Within the same field, entrepreneurial marketing is closely linked to growth in business organizations [37].

B- Exploiting opportunities: Regardless of the resources at their disposal, entrepreneurial marketers frequently actively seek out and pursue new prospects. The goal of entrepreneurial marketing is to seize chances regardless of the resources at hand. Marketers continually adapt and reallocate their resources in response to new prospects. Entrepreneurial marketers are renowned for constantly searching out new chances, even if they might appear at random. Entrepreneurial marketers may meet requirements and take advantage of new chances before their rivals by looking ahead and possessing the drive to be trailblazers. Entrepreneurial marketers rely on innovation and imagination to make opportunities a reality. Businesses that use entrepreneurial marketing frequently concentrate on developing a new product category and guiding their clients via constant innovation. Keep in mind that innovation might encompass marketing techniques or tactics in addition to goods and services [38].

C- Complete focus on customers: Entrepreneurial marketers place a high priority on their customers. Continuous communication with customers through personal relationships is important in business because it not only improves working conditions, but also attracts customers and maintains their loyalty to the organization [39]. Some organizations have a practice of directing employees in different departments to take a customer-facing approach and maintain direct contact with customers, and these employees should be invited to be part of the organization's meetings to discuss proposals and strategic marketing plans with them

[40].

D- Creating value through networks: Networking is an important aspect in emerging markets. Entrepreneurial marketers typically rely on personal networks to source information and potential customers. These networks can include suppliers and competitors. And it indicates (Hills and Hultman) argue that entrepreneurial strategies provide better value to customers and challenge existing value propositions by disrupting the market through innovation and creativity) [2] Bjerke & Hultman (developed a model that suggests that the resources an organization needs to operate and serve its customers are not necessarily entirely owned by the organization. This is because the value an organization creates is not created at the individual level, but rather through the collaboration of multiple stakeholders. Organizations seeking growth rely on their partners to increase the value they deliver to customers [4].

E- Informal Market Analysis: As mentioned earlier, marketing activities often take place informally, with decisions made intuitively by entrepreneurial marketers. Decision-making in the context of entrepreneurial marketing is informal, free, and unstructured, relying on the entrepreneur's skills, business knowledge, personal experience, and intuition. Therefore, the role of the entrepreneur is crucial to the growth and development of the organization, and these advantages are usually particularly present in small and medium-sized organizations (SMEs) [6]. Entrepreneurs need to build networks to interact with their customers, whether personal or business. This is because this method is informal and not formal [8]. Informal marketing research is unscientific, and this results in inaccurate and often urgent results [11]. Compared to traditional marketing methods, entrepreneurs rely on informal methods to manage their businesses [13].

F- proximity to the market: The majority of the decision-making process is dealing with consumers through feedback, in-person conversations, etc. since entrepreneurial marketing places a strong emphasis on customer connections. There is a perception that entrepreneurial marketers follow informal marketing practices, such as going to the market to understand the customer's problem and finding the solution the customer is looking for [15]. In the same context, small businesses are more market-oriented and seek to clearly understand their customers' needs [18]. Those who adopt entrepreneurial marketing penetrate the market with their customers and interact with sources of valuable market information [21]. Organizations that adopt an entrepreneurial marketing approach tend to rely on experience, intuition, and market penetration [24].

Results and Discussion

Section Three: The Practical Aspect of Research

Firstly: Tool consistency and stability

A The scale is (Cronbach Alpha) is one of the most important and most used measures in measuring the reliability of the questionnaire. fame, The Cronbach's alpha value is acceptable if its value is more than (0.70).in-Administrative research-and behavioral-And Including current research variables [29], "As we note from the table (1) for An coefficient values alpha Cronbach may It ranged between (0.869- 0.993) It is statistically acceptable. A Which indicates the tool is characterized by internal consistency and reliability.

Table 1. Reliability coefficients of a measuring instrument Search

Variable	Alpha Cronbach's coefficient for the main variable	Sub-dimension	Cronbach's alpha coefficient for each dimension
Strategic Readiness	0.993	1. Organizational culture	.8690
		2. Leadership	.9490
		3. Strategic alignment	.9500
		4. Technology	.8990

Entrepreneurial Marketing Behaviors	0.990	1. Orientation towards growth	.9130
		2. Exploiting opportunities	.9080
		3. Complete focus on customers	.9350
		4. Creating value through networks	.9650
		5. Informal Market Analysis	.8990
		6. proximity to the market	.9130

Source: Program outputs SPSS V.24.

Second: The Statistical description of research variables

In this paragraph Description Statistical presentation of the results Search please About its analysis and its interpretation. It includes two basic aspects, the first of which presents strategic readiness in its four dimensions (organizational culture, leadership, strategic alignment, technology), while the second aspect relates to entrepreneurial marketing behaviors represented by (Orientation towards growth ,Exploiting opportunities, total customer focus, creating value through networks, informal market analysis, proximity to the market)By displaying the arithmetic means of the scale items, their standard deviations, the coefficient of variation, and the relative importance. At the company level Baghdad Soft Drinks - Al-Zafaraniya Subject of research and application.

1- Description of the research sample's opinions on the strategic readiness variable and its diagnosis:

This paragraph includes descriptive statistics for the strategic readiness variable with its overall dimensions. The table shows: to(2) The values of the arithmetic averages of the dimensions of strategic readiness in the company under study ranged between (3,408- (3,516With a total arithmetic average of (3,459) It is greater than the hypothetical mean of (3), as it came after (strategic alignment) in first place in the research sample company with an arithmetic mean of (3,516) compared to the general arithmetic average of (3,459) with a standard deviation of (0.832), and after (culture) came in last place in the research sample company with an arithmetic mean of (3,408) compared to the general arithmetic average of (3,459) with a standard deviation of (0.863), as it is generally clear that the company being studied has indicators of strategic readiness with a medium degree of importance according to the answers of the individuals being studied, and Table (2) clarifies this.

Table 2. Descriptive measures of the strategic readiness variable and its dimensions

T	Dimensions of strategic readiness	N	Mean	Std. Deviation	Coefficient of variation	Availability
1	Organizational culture	151	3,408	0.863	0.253	moderate
2	Leadership	151	3,452	0.904	0.261	high
3	Strategic alignment	151	3,516	0.832	0.236	high
4	Technology	151	3,458	0.843	0.243	high
Overall Average (Strategic Readiness)		151	3,459	0.805	0.232	high

Source: Prepared by researchers based on Program outputs (SPSS V.24, Excel 2010).

2- Description of the research sample's opinions on the variable of entrepreneurial marketing behaviors and their diagnosis:

This paragraph includes descriptive statistics for the entrepreneurial marketing behavior variable with

its overall dimensions. The table shows: to(3) The arithmetic average values of the dimensions of entrepreneurial marketing behaviors in the researched company ranged between (3,359-3.626)With a total arithmetic average of (4,451) which is greater than the hypothetical mean of (3), as it came after (the trend towards growth) in first place in the research sample company with an arithmetic mean of (3.626) compared to the general arithmetic average of (4,451) with a standard deviation of (0.800), and after (exploiting opportunities) came in last place in the research sample company with an arithmetic mean of (3,359) compared to the general arithmetic average of (4,451) with a standard deviation of (0.911), as it is generally clear that the company being studied has entrepreneurial marketing behaviors with a very high degree of importance according to the answers of the individuals being studied, and Table (3) clarifies this.

Table 3. Descriptive measures of the entrepreneurial marketing behavior variable with its dimensions

T	Dimensions of entrepreneurial marketing behaviors	N	Mean	Std. Deviation	Coefficient of variation	Availability
1	Orientation towards growth	151	3.626	0.800	0.241	high
2	Exploiting opportunities	151	3,359	0.911	0.271	moderate
3	Complete focus on customers	151	3,548	0.842	0.237	high
4	Creating value through networks	151	3.473	0.872	0.251	high
5	Informal Market Analysis	151	3,458	0.843	0.243	high
6	proximity to the market	151	3.625	0.799	0.220	high
Overall Average (Entrepreneurial Marketing Behaviors)		151	4,451	1,460	0.328	very high

Source: Prepared by researchers based on Program outputs (SPSS V.24, Excel 2010).

Third: Testing research hypotheses

1- The first main hypothesis: There is a correlation and Moral significance between readiness Strategy and behaviors Entrepreneurial marketing.

The results of Table (4) indicate the presence of a significant positive correlation between strategic readiness and entrepreneurial marketing behaviors in the company under study, as the correlation coefficient between them reached (0.981**) at a significance level of (0.01) This establishes a high confidence rate in the results of the relationship, estimated at (99%). This value reflects the strength of the direct relationship and harmony between the strategic readiness indicators adopted by the research sample company and the ability to achieve pioneering marketing based on the company's strategic readiness, Which indicates that the Baghdad Soft Drinks Company is the research sample. has a clear perception of the extent of contribution Strategic readiness to adopt entrepreneurial marketing behaviors Therefore, the first main hypothesis must be accepted.

Table 4. Transactions The connection between Strategic Readiness and Entrepreneurial Marketing Behaviors

Variables		SR	EMB
Strategic Readiness SR	Correlation	1	.981**
	Sig.		.000
	N	151	151

Entrepreneurial Marketing Behaviors EMB (decision)	Correlation	.981**	1
	Sig.	.000	
	N	151	151
There is a strong significant correlation at the level.000 between Strategic Readiness and Entrepreneurial Marketing Behaviors			
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by researchers based on Program outputs (SPSS V.24).

2- The second main hypothesis: There is a significant effect of strategic readiness as an independent variable on the adoption of entrepreneurial marketing behaviors as a dependent variable.

Figure (2) shows the presence of a significant positive effect of the strategic readiness variable (SR) in adopting entrepreneurial marketing behaviors (EMB). We note that the results of the model matching indicators were within the acceptance base assigned to them, as the value reached (RMR=0.036) which is less than its acceptable range of (0.08). The standard impact factor value reached (0.98) which means that the strategic readiness variable affects the entrepreneurial marketing behavior variable by (98%), which is a strong influence percentage. And very, this means That increase Strategic Readiness An increase of one unit will lead to an increase in the total number of entrepreneurial marketing behaviors. At a rate of (98%) at the level of the Baghdad Soft Drinks Company, the research sample. The value of the impact factor is also significant because the value of the critical ratio (CR) The phenomenon in Table (5) reached (62,775) Therefore, it is considered a significant value at the significance level (P-Value) shown in the same table, as it is also clear from Figure (2) that the interpretation value of the coefficient to Selection (R²) reached (0.96) This means that the strategic readiness variable has the ability to explain 96% of the changes that occur in entrepreneurial marketing behaviors, while the remaining percentage, which amounts to 4%, Other variables not covered in this explain this. Search. These results can be interpreted as indicating that strategic readiness, as an independent variable, has a significant impact on the adoption of entrepreneurial marketing behaviors as a dependent variable. Based on the above, the second main hypothesis can be accepted.

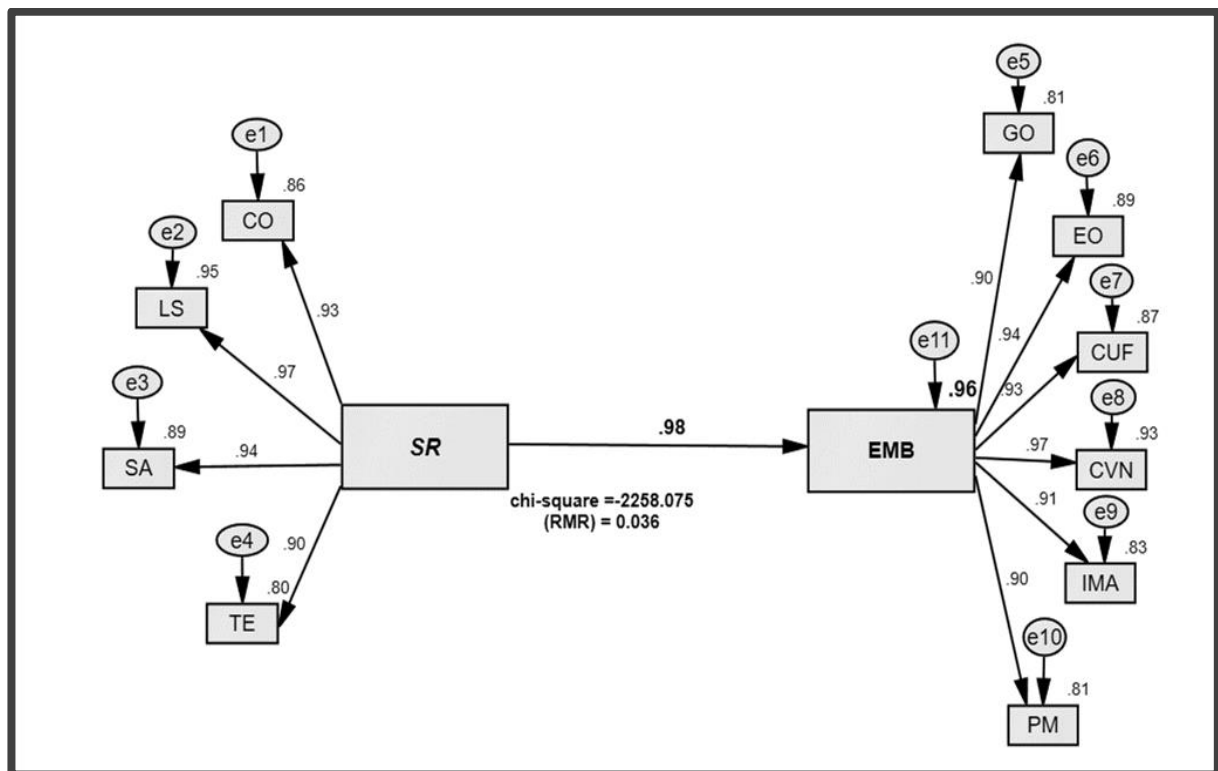


Figure 2. The impact of strategic readiness on adopting entrepreneurial marketing behaviors

Source: Program outputs AMOS. V24

Table 5. Paths and parameters of the impact of strategic readiness on adopting entrepreneurial marketing behaviors

Paths			SRW	Estimate	SE	CR	P
EMB	<---	SR	.981	1,780	.028	62,775	***
IMA	<---	EMB	.912	.527	.019	27,316	***
CVN	<---	EMB	.966	.577	.013	45,647	***
CUF	<---	EMB	.934	.539	.017	32,042	***
EO	<---	EMB	.942	.588	.017	34,375	***
LS	<---	SR	.972	1.093	.021	51,073	***
CO	<---	SR	.927	.994	.033	30,190	***
TE	<---	SR	.896	.939	.038	24,735	***
PM	<---	EMB	.900	.493	.019	25,290	***
GO	<---	EMB	.900	.493	.019	25,290	***
SA	<---	SR	.943	.975	.028	34,816	***

Source: Program outputs AMOS. V24

Conclusion

Conclude the study connecting back to the aim of the study.

1. Strategic readiness is of great importance to companies, including the company under study, in all aspects. Most importantly, it helps companies adapt to changing environments and enhances their flexibility and efficiency, making them constantly prepared to confront the crises they face, increase their strategic effectiveness, and successfully implement them.
2. The statistical results revealed that the level of strategic readiness in the surveyed company was average, which suggests that strategic readiness may contribute to adopting entrepreneurial marketing behaviors and confronting competitors in its business environment.
3. Strategic alignment, which according to statistical results ranked first in availability in the company under study, is a key factor in creating a harmonious work environment between employees and senior management, which positively reflects on the adoption of entrepreneurial marketing behaviors.
4. Technology is considered one of the Strategic readiness indicators are an important element in adopting entrepreneurial marketing behaviors in a company's research field. One of the conditions for their availability is the presence of infrastructure and human skills that we can work with.
5. The company under study had a clear understanding of its core competencies and the role they play in supporting the pillars of entrepreneurial behavior in marketing. This was part of the intellectual premises of the research sample, giving it a competitive edge that is difficult for competitors to penetrate or even imitate.
6. The statistical results revealed a strong and significant relationship between the study dimensions. This confirms that the research sample believes that strategic readiness influences the adoption of entrepreneurial marketing behaviors.

Second: Recommendations

1. All organizations must continually enhance their strategic readiness to effectively embrace entrepreneurial behavior in marketing.
2. The need to raise the level of strategic readiness in the company under study to a higher level, by focusing on applying its indicators (culture, leadership, strategic alignment, technology), so that it can contribute significantly to adopting entrepreneurial marketing behaviors and keeping pace with the developments in its business environment.
3. It is necessary to work on establishing entrepreneurial marketing as an effective behavior at the level of the company under study, as it contributes effectively to indicating cases of success and competitive sustainability within the givens of today's environment.

4. The research sample company pays greater attention to managing marketing operations in modern and distinctive ways and generating ideas in the process of exploiting current sustainable opportunities, with the aim of attracting many current and potential customers.

After the statistical results revealed a significant positive influence of the independent variable on the dependent variable, the researchers recommend that the company under study adopt the hypothetical research model as a working mechanism for adopting entrepreneurial marketing behaviors.

References

- [1] K. Choudhury, "Evaluating customer-perceived service quality in business management education in India: A study in topsis modeling," *Asia Pacific Journal of Marketing and Logistics*, vol. 27, no. 2, pp. 208–225, Apr. 2015, doi: 10.1108/apjml-04-2014-0065.
- [2] J. W. Webb, R. D. Ireland, M. A. Hitt, G. M. Kistruck, and L. Tihanyi, "Where is the opportunity without the customer? An integration of marketing activities, the entrepreneurship process, and institutional theory," *J Acad Mark Sci*, vol. 39, no. 4, pp. 537–554, Nov. 2010, doi: 10.1007/s11747-010-0237-y.
- [3] S. Kraus, R. Harms, and M. Fink, "Entrepreneurial marketing: moving beyond marketing in new ventures," *Int J Entrep Innov Manag*, vol. 11, no. 1, p. 19, 2010, doi: 10.1504/ijeim.2010.029766.
- [4] M. Tavakol and R. Dennick, "Making sense of Cronbach's alpha," *Int J Med Educ*, vol. 2, pp. 53–55, Jun. 2011, doi: 10.5116/ijme.4dfb.8dfd.
- [5] G. Abdissa Shuremo, C. Bálint Illés, and A. Törőné Dunay, "The Effect of Entrepreneurial Marketing on the Performance of Small and Medium-sized Enterprises," *SHS Web of Conferences*, vol. 90, p. 1018, 2021, doi: 10.1051/shsconf/20219001018.
- [6] S. Popli and I. A. Rizvi, "Exploring the relationship between service orientation, employee engagement and perceived leadership style: a study of managers in the private service sector organizations in India," *Journal of Services Marketing*, vol. 29, no. 1, pp. 59–70, Feb. 2015, doi: 10.1108/jsm-06-2013-0151.
- [7] D. K. K. Sharafany and D. S. Sadiq, "The Impact of Marketing Agility in Achieving Marketing Excellence An Explorative Study of a views for Sample of Managerial Leaderships at the Number of private hospitals in the Kurdistan Region of Iraq," *TANMIYAT AL-RAFIDAIN*, vol. 42, no. 139, pp. 86–110, Sep. 2023, doi: 10.33899/tanra.2023.180477.1281.
- [8] L. J. Harrison-Walker, "Customer prioritization in higher education: targeting 'right' students for long-term profitability," *Journal of Marketing for Higher Education*, vol. 20, no. 2, pp. 191–208, Dec. 2010, doi: 10.1080/08841241.2010.526355.
- [9] S. H. Abualoush, A. M. Obeidat, A. Tarhini, R. Masa'deh, and A. Al-Badi, "The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance," *VINE Journal of Information and Knowledge Management Systems*, vol. 48, no. 2, pp. 217–237, May 2018, doi: 10.1108/vjikms-08-2017-0050.
- [10] A. W. Osborne, S. Marsden, S. J. M. Caporn, and E. Coulthard, "Cutting peat: The historical ecology and dissection of the Chat Moss ecosystem," *Mires and Peat*, vol. 31, p. 21, 2024, doi: 10.19189/map.2024.omb.sc.2468173.
- [11] M. A. Ikon and C. A. Chukwu, "SMALL AND MEDIUM SCALE ENTERPRISES AND INDUSTRIAL GROWTH IN NIGERIA," *UNIZIK JOURNAL OF BUSINESS*, vol. 1, no. 2, Nov. 2018, doi: 10.36108/unizikjb/8102.10.0290.
- [12] M. H. Morris, M. Schindehutte, and R. W. LaForge, "Entrepreneurial Marketing: A Construct for Integrating Emerging Entrepreneurship and Marketing Perspectives," *Journal of Marketing Theory and Practice*, vol. 10, no. 4, pp. 1–19, Oct. 2002, doi: 10.1080/10696679.2002.11501922.
- [13] I. Russo and I. Confente, "Customer loyalty in the business-to-business context," in *Customer Loyalty and Supply Chain Management*, Routledge, 2017, pp. 14–50. doi: 10.4324/9781315162829-2.
- [14] V. D. Truong and T. Dietrich, "Master's thesis research in social marketing (1971-2015)," *J Soc Mark*, vol. 8, no. 1, pp. 58–98, Sep. 2017, doi: 10.1108/jsocm-11-2016-0072.
- [15] S. S. Abu Naser, M. J. Al Shobaki, and T. M. Ammar, "Impact of Communication and Information on the Internal Control Environment in Palestinian Universities," *SSRN Electronic Journal*, 2017, doi: 10.2139/ssrn.3085429.
- [16] I. Lapiņa, I. Kairiša, and D. Aramina, "Role of Organizational Culture in the Quality Management of University," *Procedia Soc Behav Sci*, vol. 213, pp. 770–774, Dec. 2015, doi: 10.1016/j.sbspro.2015.11.472.

- [17] Y. Y. Kor, J. T. Mahoney, and S. C. Michael, "Resources, Capabilities and Entrepreneurial Perceptions*," *Journal of Management Studies*, vol. 44, no. 7, pp. 1187–1212, Nov. 2007, doi: 10.1111/j.1467-6486.2007.00727.x.
- [18] P. Kilenthong, G. E. Hills, and C. Hultman, "Entrepreneurial Marketing and its Antecedent: An Empirical Investigation of the Role of Entrepreneurial Orientation," in *The Sustainable Global Marketplace*, Springer International Publishing, 2014, p. 266. doi: 10.1007/978-3-319-10873-5_149.
- [19] P. Kilenthong, C. M. Hultman, and G. E. Hills, "Entrepreneurial marketing behaviours: impact of firm age, firm size and firm's founder," *Journal of Research in Marketing and Entrepreneurship*, vol. 18, no. 1, pp. 127–145, Jul. 2016, doi: 10.1108/jrme-05-2015-0029.
- [20] M. F. Spivey and J. J. McMillan, "Value Creation and the Entrepreneurial Business," *The Journal of Entrepreneurial Finance*, vol. 7, no. 1, pp. 23–36, Dec. 2002, doi: 10.57229/2373-1761.1081.
- [21] M. James, "Strategic Readiness," Aug. 2018, Wiley. doi: 10.1002/9781119010722.iesc0178.
- [22] K. Lee and S. Carter, "Changes and New Challenges," in *Global Marketing Management*, Oxford University Press, 2012. doi: 10.1093/hebz/9780199609703.003.0002.
- [23] V. Holzmann and J. Golan, "Leadership to Creativity and Management of Innovation? The Case of the 'Innovation Club' in a Production Company," *American Journal of Industrial and Business Management*, vol. 06, no. 01, pp. 60–71, 2016, doi: 10.4236/ajibm.2016.61005.
- [24] M. Holopainen, J. Ukko, and M. Saunila, "Managing the strategic readiness of industrial companies for digital operations," *Digital Business*, vol. 2, no. 2, p. 100039, 2022, doi: 10.1016/j.digbus.2022.100039.
- [25] G. E. Hills and C. Hultman, "Entrepreneurial Marketing: Conceptual and Empirical Research Opportunities," *Entrepreneurship Research Journal*, vol. 3, no. 4, Jan. 2013, doi: 10.1515/erj-2013-0064.
- [26] G. E. Hills, C. M. Hultman, and M. P. Miles, "The Evolution and Development of Entrepreneurial Marketing," *Journal of Small Business Management*, vol. 46, no. 1, pp. 99–112, Jan. 2008, doi: 10.1111/j.1540-627x.2007.00234.x.
- [27] G. E. Hills and R. W. Laforge, "Research at the Marketing Interface to Advance Entrepreneurship Theory," *Entrepreneurship Theory and Practice*, vol. 16, no. 3, pp. 33–60, Apr. 1992, doi: 10.1177/104225879201600303.
- [28] J. HILL and L. E. N. T. I. U. WRIGHT, "DEFINING THE SCOPE OF ENTREPRENEURIAL MARKETING: A QUALITATIVE APPROACH," *Journal of Enterprising Culture*, vol. 08, no. 01, pp. 23–46, Mar. 2000, doi: 10.1142/s0218495800000036.
- [29] T. M. Hayduk and M. Walker, "Re-assessing resource worthiness: A new model," *Organ Dyn*, vol. 46, no. 1, pp. 40–45, Jan. 2017, doi: 10.1016/j.orgdyn.2016.09.001.
- [30] G. Hacioglu, S. S. Eren, M. S. Eren, and H. Celikkan, "The Effect of Entrepreneurial Marketing on Firms' Innovative Performance in Turkish SMEs," *Procedia Soc Behav Sci*, vol. 58, pp. 871–878, Oct. 2012, doi: 10.1016/j.sbspro.2012.09.1065.
- [31] P. Gupta, S. Guha, and S. Krishnaswami, "Firm growth and its determinants," *J Innov Entrep*, vol. 2, no. 1, p. 15, 2013, doi: 10.1186/2192-5372-2-15.
- [32] I. Fillis and R. Rentschler, "Using creativity to achieve an entrepreneurial future for arts marketing," *International Journal of Nonprofit and Voluntary Sector Marketing*, vol. 10, no. 4, pp. 275–287, Nov. 2005, doi: 10.1002/nvsm.26.
- [33] S. O. E. Ewah and A. B. Ekeng, "Problems and Prospects of Marketing in Developing Economies: The Nigerian Experience," *International Journal of Business and Management*, vol. 4, no. 9, Aug. 2009, doi: 10.5539/ijbm.v4n9p187.
- [34] A. Murat KIRIK, "A Research on Social and Political Use of Social Media in Turkey," *International journal of Science Culture and Sport*, vol. 2, no. 8, p. 49, Jan. 2014, doi: 10.14486/ijscs207.
- [35] K. Szczepańska-Woszczyzna, "Leadership and Organizational Culture as the Normative Influence of Top Management on Employee's Behaviour in the Innovation Process," *Procedia Economics and Finance*, vol. 34, pp. 396–402, 2015, doi: 10.1016/s2212-5671(15)01646-9.
- [36] D. Stokes and M. James, "Changing the Capital: Innovation in London's Small Firms," *Journal of Research in Marketing and Entrepreneurship*, vol. 8, no. 1, pp. 95–106, Jul. 2006, doi: 10.1108/14715200680001345.
- [37] I. Aouadj *et al.*, "Removal of heavy metals lead and copper ions from waste water using green synthesized MnO₂/Mn₂O₃ nanoparticles," *Dig J Nanomater Biostruct*, vol. 20, no. 2, pp. 395–408, Apr. 2025, doi: 10.15251/djnb.2025.202.395.
- [38] T. Coltman, P. Tallon, R. Sharma, and M. Queiroz, "Strategic IT Alignment: Twenty-Five Years on," *Journal of Information Technology*, vol. 30, no. 2, pp. 91–100, Jun. 2015, doi: 10.1057/jit.2014.35.

- [39] D. Carson and A. Gilmore, "Teaching and Researching Interface Marketing: A critique and Some Alternatives," *Marketing Education Review*, vol. 7, no. 3, pp. 11–21, Oct. 1997, doi: 10.1080/10528008.1997.11488602.
- [40] M. Beverland and L. S. Lockshin, "Crafting a competitive advantage: tempering entrepreneurial action with positioning-based values," *Qualitative Market Research: An International Journal*, vol. 7, no. 3, pp. 172–182, Sep. 2004, doi: 10.1108/13522750410540182.